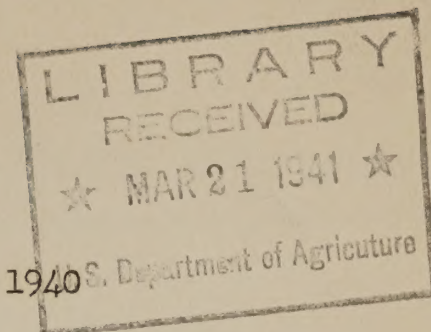


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OUTLINE OF PROGRAM  
WASHINGTON CONFERENCE  
FARM SECURITY ADMINISTRATION



Wardman Park Hotel -- August 6 to 14, 1940

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Tuesday, August 6, 1940

CHAIRMAN: George S. Mitchell

10:00 AM...Objectives of the Confer-  
ences.

-- C. B. Baldwin

10:45 AM...Evaluation of Our Methods,  
Organization and Accom-  
plishments.

-- R. W. Hudgens

11:30 AM...Announcements.

1:30 PM...Which Group Should We  
Assist?

-- J. G. Maddox

2:30 PM...Group discussion.

\*\*\*

Wednesday, August 7, 1940

CHAIRMAN: R. W. Hudgens

9:30 AM....Panel discussion.

11:15 AM....Realistic Planning and  
Supervision.

-- C. N. Gibboney

1:30 PM....Group discussion.

3:00 PM....Panel discussion.

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Thursday, August 8, 1940

CHAIRMAN: J. G. Maddox

9:30 AM - 4:00 PM....Operating prob-  
lems.

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Friday, August 9, 1940

9:30 AM - 4:00 PM....Functional  
groups.

Regional and assistant re-  
gional directors.

Home Management personnel.

Farm Management personnel.

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Saturday, August 10, 1940

CHAIRMAN: R. W. Hudgens

9:30 AM....Significant Administrative  
Problems Related to the TP  
Program.

-- P. V. Maris

9:45 AM....Discussion.

10:00 AM....Appointment of committees.

1:00 PM....Committee deliberations.

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Monday, August 12, 1940

9:00 AM - 5:00 PM....Committee de-  
liberations.

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Tuesday, August 13, 1940

CHAIRMAN: C. B. Baldwin

10:30 AM - 4:30 PM....Committee reports.

7:00 PM.....Banquet.

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Wednesday, August 14, 1940

CHAIRMAN: C. B. Baldwin

9:00 AM....Committee reports.

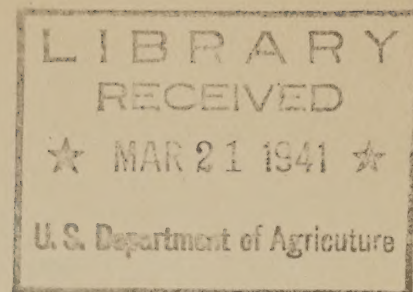
1:30 PM....Summarization.





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FSA WASHINGTON CONFERENCE

August 6 - 14, 1940

Tuesday, August 6, 1940

CHAIRMAN: George S. Mitchell

10:00 AM

"Objectives of the Conferences"  
— C. B. Baldwin

10:45

"Evaluation of our Methods, Organi-  
zation and Accomplishments"  
— R. W. Hudgens

11:30

Announcements

12:00 M

Lunch

1:30 PM

"Which Group Should We Assist?"  
— J. G. Maddox

2:30 to 4:00 Group Discussions

The conference will be divided into six groups, each group to discuss the following question: In view of limitations of personnel and loan funds, which families should we attempt to assist? The following points should be helpful in considering this question:

1. Since July 1, 1935, standard rural rehabilitation loans have been approved to approximately one-half million farm families. What are the social and economic characteristics of the families that have been accepted and what has been our experience in assisting the different sub-groups?

- A. Of what economic status as measured by level of living or family income and net worth were the families accepted, and why were these groups accepted?
- B. Have we been able to help all racial groups uniformly relative to their need? What do we mean by "need"?
- C. Has our experience indicated any special groups which cannot effectively be reached by the standard rural rehabilitation program? If so, what groups are they?





- D. In what way has the age, family composition, health, mental ability, and personality of our prospective borrowers influenced our acceptance standards?

2. In view of insufficient funds to extend our services to all the low-income farm families in the nation, and in light of our experience during the past five years, is it desirable to establish a more clearly defined policy as to what families we shall extend our assistance?

- A. At what level of our organization, -- county, district, state, regional, or national -- is a uniform policy of family acceptance practicable and desirable?
- B. What types of family acceptance standards can be established?
- C. In what ways can family acceptance standards be established and maintained? Are changes necessary in Washington instructions which go into county procedure manuals?

3. In establishing a uniform policy of family acceptance, what are the elements to be considered in deciding which group or groups of families should be assisted?

- A. Intent of Congress in authorizing the rural rehabilitation loan program?
- B. Amount and period of grants required to effect the ultimate rehabilitation of the family?
- C. Amount of supervisory time and energy required?
- D. Effect of the family acceptance standards on public opinion and public support of the program?
- E. Repayments received on loans?
- F. Extent to which each group can be assisted by other existing agencies?

4. Are there any sub-groups of farm families within the low-income group that cannot be effectively assisted by the combination of supervised credit and grants that form the basis of the standard rural rehabilitation program?





- A. Farm families without adequate land resources?  
And what are adequate land resources?
- B. Farm families involved in credit, tenure, or contractual marketing situations where RR supervision must be superimposed on the supervision of landlords, purchasing agents, or creditors?
- C. Farm families who derive a part of their income from such non-farm sources as industrial employment, forestry work, mining or other urban employment?
- D. The mentally or physically incapacitated, including the old-age group?
- E. Newly married young people without farming equipment or land resources and other rural youth out-of-school groups?

5. Will local pressures of various kinds allow our county people to extend our program to all of the needy groups in the county?

- A. How can we establish and enforce a policy of non-discrimination between racial groups?
- B. To what extent does the atmosphere of our local offices and the attitude of our district and county personnel in interviews with prospective borrowers influence the type of families that apply for assistance?
- C. To what extent is a more widespread public knowledge of the type of assistance available from FSA necessary to insure that the families in greatest need will apply for assistance?

6. What administrative methods and devices can be used to establish and to implement whatever eligibility requirements are established?

- A. Should loan funds (and grant funds to balance farm plans) be carefully budgeted by districts or counties on the basis of number of low-income farm families? What are the advantages and disadvantages of budgeting such funds by districts as compared with counties?





- B. To what extent would more stringent policy restrictions as to the refinancing of chattels be desirable?
  - C. Can definite loan standards be set on a county or type-of-farming-area basis, and loans rejected if they do not meet these standards? For instance, should we definitely follow the practice of rejecting every loan in a given area unless: (1) the client's lease runs for a period as long as the loan; (2) cash income is provided for from more than one source; (3) a definite proportion of total income arises from products produced on the farm? If such standards are feasible, how should they be set? Should there be a method for further review or appeal of exceptionable cases which do not meet such standards?
7. What integration is there and what integration should there be between standard RR clients and TP borrowers?
- A. Is it practical to have a number of the more successful standard RR borrowers operating under long term leases with options to buy, and to select TP borrowers in part from this group?
  - B. What has experience taught us with respect to desirable qualifications of TP borrowers as to age, experience, family composition, health, debts, etc.?

#### Adjournment

Wednesday, August 7, 1940

CHAIRMAN: R. W. Hudgens

9:30 to 11:00

Panel Discussion

One person will be selected from each group to take part in this panel discussion, which will bring together the various viewpoints brought out in the group discussions. Assistant Administrators and operating division directors will take part in the panel, with one of them acting as chairman of the panel and summarizing the discussion, as well as outlining FSA policy in regard to this matter.

11:00

Recess





Wednesday, August 7, 1940 - continued

11:15 "Realistic Planning and Supervision"  
-- C. N. Gibboney

12:00 M Lunch

1:30 PM Group discussion

Conference will be divided into six groups, each group to discuss the following question: What can Washington and regional personnel do to make our planning and supervisory program more effective?

1:30 to 3:00 Questions for Group Discussions

1. What do we mean by realistic planning and supervision?
2. What is the relationship between realism and the use of vision and imagination in planning and supervision?
3. What are the essential factors in farm and home management which should receive consideration in developing and approving every farm and home plan?
4. What has been learned from an examination of successful as well as delinquent and liquidated cases in determining factors that make for success?
5. Can these factors be used as measurements by which families can determine their own progress?
6. What responsibility should be assumed by Washington, regional, state and district personnel in order that these factors will become an important consideration in planning and supervision?
7. Are there definite attitudes that must be attained by the supervisor toward families and the entire problem of rural poverty before they are able to intelligently plan with families?
  - A. If so, what are these attitudes and how can they become a definite part of each supervisor's equipment?
8. What should be the attitude of the families toward planning and supervisory activities?
  - A. Should they look upon farm and home plans as vital agreements with FSA to be observed in good faith by both parties except as they are modified to meet changing conditions?





- B. How can supervisors influence the attitudes of families toward planning and supervisors' activities?
9. What should be the objectives of farm and home visits?
- A. What can Washington, regional, state and district personnel do to make farm and home visits a greater contribution to the success of the families?
  - B. What devices in the way of farm and home visit reports can be developed which will make the visits more effective?
10. How can we coordinate grants and pledges of cooperation with the over-all planning and supervision of the families?
11. How can we assist the supervisors to see the families in their relationship to community institutions and activities and their place in the national picture?
- A. How can we obtain greater participation of community organizations and other agencies in rendering assistance to the families with whom we work?
  - B. How can we bring low-income farm families to see their opportunities for improvement in a better understanding of their problems and relationship to other groups?
12. What is the relation between the understanding we have with the client at the time of his acceptance and subsequent relations with him?
13. Is planning one thing and supervision another?
14. What is the relation between such tools of our job as RR-14, the family record book, etc., to the real job of planning and supervision?

3:00 to 4:30

Panel Discussion

One person will be selected from each group to take part in this panel discussion, which will bring together the various viewpoints brought out in the group discussions. Assistant Administrators and operating division directors will take part in the panel, with one of them acting as chairman of the panel and summarizing the discussion, as well as outlining FSA policy in regard to this matter.

Adjournment





Thursday, August 8, 1940

CHAIRMAN: J. G. Maddox

9:30 to 4:00                      Discussion of Operating Problems

The following operating problems will be presented by different representatives of the Washington Office, each to be followed by general discussion by the whole group.

1. Explanation of what is involved in the Kardex revision with particular emphasis upon the organization and use of the revised reporting system. The duties of the new position of the regional supervisor of administrative services will be discussed in this connection.
2. Explanation of grant policy with particular emphasis upon the division of the grant budgets between grants for standard clients and grants for non-standard clients.
3. Responsibilities of administrative supervisors and their relationship to regional, state, district and county offices.
4. Plans for 1940 annual progress report.
5. Area guide system for every county office.
6. Loan approval procedures.
7. Evaluating and depreciating inventory items in family record book - need for standard depreciation table.
8. Uniform use of TP 14 in determining net cash income of TP borrowers.

Adjournment

Friday, August 9, 1940

9:30 to 4:00                      Functional Groups

Regional directors and assistant regional directors will meet with the Administrator and his staff for a discussion of several problems, among which are the following:

1. Special programs for large areas or regions, such as, the Southern Appalachians, Mississippi Delta, Cut-over areas of the Lake States, and Great Plains.





2. Relations with Farm Credit Administration and other agencies.
3. Health and Sanitation program.
4. Public Relations.
5. Rural Housing.
6. Billings, Renewals and Application of Collections.

9:00 to 10:45

Chiefs of Home Management will meet as a group for consideration of the following problems:

1. Discussion of Farm and Home Plan approval.
  - A. Criteria for approval of Home Plans.
  - B. Correlation of grants and pledges of cooperation with Farm and Home Plan.
  - C. Methods of training District Home Supervisor in loan approval.
  - D. Methods of making loan approval educational for county supervisors.

11:00 to 12:00

2. What measures of family progress in addition to those already in use can we develop?

1:30 to 3:00

3. Discussion of Housing
  - A. Planning new houses.
  - B. Planning for remodeling.
  - C. How can housing training needed by FSA personnel be provided?
  - D. How can we make supervisors "housing" conscious?





3:00 to 4:00

4. Professional training and improvement for Home Management positions.
  - A. Undergraduate training for students interested in FSA.
  - B. Graduate courses for FSA personnel.
  - C. Short courses without credit for FSA personnel.
  - D. Cooperative courses between Home Economics and Social work for FSA personnel.
  - E. Arrangements for field contact by college staffs to acquaint them with problems FSA is attempting to solve.

4:00 to 5:00

5. Meet with Farm Management personnel to consider use of Form FSA-TP 14.

9:30 to 5:00

The Regional Farm Management Advisers meet with the Washington Farm Management Section to consider the following matters:

1. The formulation of factors which are to be used by the District Supervisors as a basis for loan approval.
  - A. What Farm Management factors are basic in the consideration of all Farm and Home Plans throughout the country?
  - B. What factors can be developed to apply uniformly to types of farming areas?
  - C. To what extent can District Supervisors, with the assistance of Farm Management personnel, develop Farm Management factors applicable to specific types of farming and for small areas within the districts or even counties?
2. To consider what assistance Farm Management personnel can render to the District Supervisors in carrying on an effective Farm Management program through County RR Supervisors.
  - A. Is the Farm Management Specialist largely a teacher





who prepares the District Supervisor and County Supervisor to carry on a sound Farm Management program or is he largely an expert who is called in in difficult situations for advice and guidance?

- B. Are the duties of the Farm Management personnel about equally divided between responsibilities for subject matter training and training in methods of working with client families?

3. To consider further developments and use of the TP-14.

Saturday, August 10, 1940

CHAIRMAN: R. W. Hudgens

9:00 - 9:45

Significant Administrative  
Problems Related to TP Program.  
-- Paul V. Maris

9:45 - 10:00

General Discussion of Same Topic

10:00 - 12:00

Committee Assignments

Ten committees have been appointed, each committee to consider and report back to the conference on one of the questions outlined below. The Saturday morning session will be used largely for explanation of the problems to be considered by each committee. The numbers of the problems correspond to the numbers on the committee assignments.

Committee 1

I What definite responsibilities should Washington and Regional personnel have in the training of district and county personnel?

1. What kinds of training are we relying on at present? In view of the size of our organization and the complexities of our jobs, are our present training activities adequate?
2. Should all farm and home supervisors entering FSA service undergo intensive induction training for something like two weeks before assuming regular duties?
3. On whom should the responsibilities for training rest?





- A. Should special personnel be employed under a separate organization head for training purposes?
  - B. Is it wise to place responsibility for training on personnel who must divide this responsibility with other functions?
  - C. How should this responsibility be divided between the Washington and the Regional offices?
4. What kind of discipline should we attempt to create in district and county personnel?
- A. Reliance upon and responsiveness to authority,
  - B. Ability to react uniformly to situations,
  - C. Should discipline inhibit initiative? If not, how can a desirable balance be struck between conformance and individuality?
5. Is it advisable to require an examination in the selection of new County RR and HM Supervisors?
- A. Should these examinations be uniform throughout the county?
  - B. Who should devise the examination?

Committee 2

How can we develop a better functional organization so that personnel in each position will clearly understand his or her responsibilities?

- 1. To what extent will job analysis promote a clearer understanding of functions?
  - A. Type of policy determinations to be made at the different levels?
  - B. Responsibility for supervision of personnel?





- C. Division of supervision of technical personnel between technical and administrative positions?
- D. Relationship between Washington, regional, state, district and county offices?
- 2. How should job analysis be developed?
  - A. By supervisory personnel?
  - B. By discussions with personnel involved?
- 3. How can we prevent the adaptation of general policies to local situations from resulting in changes of the basic general policies? Examples: Loan policies  
Grant policies
- 4. To what extent is a system of staff conferences at different levels and at regular intervals necessary if an efficient organization is to be obtained?
  - A. Who should participate in staff conferences at Washington, in the region, in the state, and in the district?
  - B. Should policies within the province of each group be determined and explained in the staff conference?

### Committee 3

How can we better develop the tenure improvement phases of our program?

- 1. What has been our experience in the use of the flexible farm lease as a tool for improving landlord-tenant relationships?
- 2. Should we permit and make loans to borrowers having lease forms other than those sponsored by the FSA?
- 3. Have we analyzed the lease forms in use in our regions and catalogued them to the extent that our leasing policy is consistent in that we demand the same concessions from each of the various larger land owners in the region?
  - A. Have we insisted that mortgage clauses giving landlord liens a priority over FSA liens be stricken from the lease forms containing such clauses?



4. Is there a need for aiding low-income farm families by leasing large acreages of land now owned by corporations or large individual land owners?
  - A. What are the advantages of leasing these agricultural resources individually?
  - B. What are the advantages of leasing these agricultural resources by leasing associations?
5. What should be our policy with respect to landlord waivers?
  - A. Should we obtain landlord waivers in every instance?
  - B. Should they be incorporated in the lease?
  - C. Should we demand a landlord's waiver on the landlord's share of the crop?
  - D. Should we demand a landlord's waiver on the tenant's share of the crop to prevent advances to tenants by landlords?
6. Should we finance borrowers if their land purchase contracts require payments greater than the money derived from the sale of the usual landlord's share of the crops?
7. What should be the FSA policy in advancing funds for the payment of cash rent in advance?
  - A. For the rental of grass land?
  - B. For paying 10 years' cash rent in advance?
8. Do we have RR borrowers needing adjustments of land contracts before they can be rehabilitated?
  - A. Borrowers who are owners with mortgages?
  - B. Borrowers who have purchase contracts that cannot be met?
  - C. What should be our policy in financing individuals making application for initial loans if their land obligations are such that they cannot be met out of the normal landlord's share of the income?





9. How can we safeguard the family-type farms set up under Tenant Purchase and prevent their enlargement by leasing or acquisition of additional acreage, or their contraction by subdivision to meet the needs of married children?
  - A. How can we so develop our policies and procedures as to encourage the transfer of family-type units from generation to generation?

Committee 4

How can the health and sanitation phases of our program be better integrated and correlated with other phases of our program?

1. How can our medical care program be improved to accomplish the maximum of rehabilitation?
  - A. Are present benefits commensurate with the costs?
  - B. Should greater attention be given to preventive measures?
  - C. Are other health aspects more important?
2. Are the health problems, and the ways and means of meeting these problems, of low-income farm families clearly recognized as part of the whole program of rural rehabilitation?
  - A. At the regional, state, district and county level?
  - B. If this recognition is not clear and comprehensive, what needs to be done to clarify the situation?
3. The responsibility for development of the medical care and sanitation phases of our program should be properly and definitely delegated to field personnel.
  - A. Is this delegation properly made at the present time?
  - B. If not, what should be done to improve the situation?
4. Is there need for a more vigorous educational program at district and county levels aimed at improving the district and county personnel's understanding of the medical care and sanitation phases of the program?





5. What is the proper relationship between medical care programs for project clients and for RR and TP clients?

Committee 5

Special programs for small experimental areas.

- A. Assuming the desirability of experimenting to determine the extent to which we can constructively aid farm families below our present standing RR requirements, what groups should be considered?
1. Farm laborers whose incomes are insufficient to support their families adequately on a year-round basis because of
    - a. Seasonal character of work,
    - b. Too many laborers for available work,
    - c. Stranded labor population following change in agricultural economy.
  2. Sharecroppers.
  3. Farm families residing in areas so low in agricultural resources that there are no possibilities for adequate incomes.
  4. Farm families residing in productive, but overcrowded areas, competing so strenuously for land and markets that most of them have no possibilities for rehabilitation.
  5. Farm families dependent upon supplemental industrial employment, the source of which has disappeared.
  6. Other groups.
- B. What techniques can be best employed to improve the economic status of such families and make them less dependent on public aid? Consider the special adaptations or desirable changes in such devices as; tenure arrangements, housing, providing outside income, re-locations, restoration of resources, and use of grants.



- C. How should such special areas be selected and on the basis of what criteria? How many such areas should be selected per region?
- D. What standards should be adopted for the selection of families for such programs in terms of their available land resources, capacity and willingness for self-help, prospects for supplemental income, and prospective future trends in the area.
- E. Would it be advisable to restrict some of such experiments to racial groups or vocationally allied groups?

#### Committee 6

In addition to providing a service of definite economic value, can we use the community and cooperative service loans as means for teaching the participating families the basic principles of long-time cooperative effort?

- 1. How do the following types of community and cooperative service loans affect participating families with respect to (1) family attitudes and (2) long time social and economic consequences? Master-borrower, multi-borrower, joint-borrower, participation, and loans to associations.
- 2. Have we too often taken the easiest and speediest way rather than the sound way in making community and co-operative services loans?
- 3. What have we done; what are we now doing; and what needs to be done:
  - A. To develop an enlightened group consciousness among the participating families?
  - B. To use these group services as a coordinated medium through which to conduct a sound and comprehensive program of education and supervision, including an understanding of the operations of specific services in detail.
  - C. To aid the families in discovering their own needs, to awaken within them a desire to meet these needs, and to make a maximum contribution themselves in co-operation with others to improve their economic and social status.





- D. To use the experience of the services already established to acquaint families with the problems and benefits of group activities as patterns which may be followed in providing other types of services to meet such needs?
- E. To assist these unit groups or combinations of these units (groups of 12 to 15 individuals) to conduct on their own initiative but under constructive guidance, discussions proposing to assist in the solution of problems pertaining to their own welfare?
- F. To promote the integration of these groups of families into permanent community activities and as parts of a larger cooperative movement?
- G. To lead these groups to better understand and more fully assume their responsibility in the community and in the state in strengthening and maintaining democratic processes and institutions.

#### Committee 7

In carrying out the Farm Security Administration program the personnel at every level has been faced, year after year, with peaks and pressure of work. Can these peaks be relieved through a planned and orderly recording of activities on a calendar basis?

What would happen if Farm Security Administration personnel, like the borrowers with whom they work, should plan and follow out a calendar of work?

1. What are the reasons for making a calendar of work?

(See report of Committee on Tenant Purchase Calendar)

- A. How satisfactory have previous methods of planning been?
- B. What might be expected as results of planning and following the schedule of the year's activities?
- C. Is the over-all effectiveness of the supervisor's work sometimes reduced by a disproportionate share of time to those phases of work behind which the strongest pressure was generated?





- D. In what way have the different phases of work competed with each other for the supervisor's time?
  - E. To what extent has lack of coordination caused poor use of time and travel funds?
2. What are the best methods or ways in which a calendar of work can be developed?
- A. At what levels should calendaring be done?
    - 1. How can the county calendaring be coordinated with that of the state and regional master calendar?
    - 2. How can we insure that the calendar of work grows out of the experience in the county rather than something which is developed in the state, regional or Washington office for county and district personnel to carry out?
  - B. What jobs should be calendared?
    - 1. How do these jobs spread themselves through the year?
    - 2. How can these tie in with the area guide system?
  - C. When and for what period of time should calendars be made?
  - D. Would it be advisable to use a sample calendar of work in developing a calendar of work at any one level? If this is done how can we insure that the approach is: "This is a way of calendaring" rather than "This is the calendar"?
  - E. Where should calendars be developed, and what will determine the amount of time to be devoted to this calendaring?
  - F. Are the goals or objectives of the program sufficiently clear so the county personnel can be expected to organize them according to their importance and inter-relationship, and thus translate them into an action program?



- G. How can we be sure that the people who have to do the work feel that they are a part of it?
- 3. Granting that a calendar is not a real working calendar until it has been put into effect, how can we be sure that the calendar will be used after it has been prepared?

Committee 8

What is the place of the County RR Advisory Committee in the Rural Rehabilitation program?

- 1. At what points or steps in the process of the rehabilitation of a family should the advice of the Advisory Committee be sought?
  - A. To determine the eligibility of a family for rehabilitation assistance?
  - B. To determine the ability and integrity of a family?
  - C. To determine the advisability of the Farm and Home Management Plan for a family?
  - D. In what other matters affecting the county rehabilitation program should the advice of the committee be sought?
- 2. What type of person should be selected for membership on the County RR Advisory Committee?
  - A. Should membership be limited to operating farmers?
  - B. Should the membership of the committee be made up of individuals who are looked upon generally as being successful?
  - C. Should the committee tend to represent all economic levels within the county as well as tenure relationship to the land?
  - D. Should there be at least one home maker on every County RR Advisory Committee?





- E. Should the membership of the committee include a representative of one or more Farm Security client families?
- 3. Who should make recommendation for membership on the County Committee? Who should approve recommendations for membership? Who should make the final appointment?
- 4. For what length of time should committee members be appointed?
  - A. Should the term of appointment of some members of the committee expire each year?
- 5. What should be the relationship among the RR Advisory Committee, the TP Committee, and the FDA Committee?
  - A. Should the membership of one committee accept the responsibility for the functions of all three committees?
  - B. Should there be over-lapping membership in the committees?
  - C. Should there be entirely separate committees for each of these functions?
- 6. What type of training program should be carried out for RR Advisory Committees and what are the responsibilities of Washington and Regional, State and District personnel in a training program?
- 7. What should be the relationship of the RR Advisory Committee to County Land Use Planning Committees, County Agricultural Conservation Committees, and representatives of other agencies and organizations which directly affect the farm and home lives of the client families?

#### Committee 9

This committee should consider the tentative outline for the district meetings which will follow the regional conference and recommend a definite program for these district meetings.





The committee should consider the following:

1. How can the general objectives of this conference be brought to bear in the district conferences?
  - A. What changes in emphasis from the Washington and regional level are needed at the district level?
2. What preparation should district supervisors make previous to the district meeting?
3. What preparation should county supervisors make previous to the district meeting?
4. What should be the participation of regional, state, district, and county personnel in the meeting?
5. What methods will be most effective in bringing about desired results from the meeting?
6. What training should be given district and county personnel who will take part in the district program?
7. The district meetings should extend over how many days?
8. Should two districts hold their meetings jointly?

#### Committee 10

What items of an administrative nature relative to field manuals, forms and supplies and status of county office activity should be checked on, through visits to county offices, by: (1) District RR Supervisors; (2) District HM Supervisors; (3) Senior Administrative Supervisors; and (4) Junior Administrative Supervisors? In other words, what is the proper division of these duties? With what frequency should each of these supervisors check on the various items of an administrative nature? The committee is requested to review certain proposed procedure relative to Administrative Supervisors. Copies of this proposed procedure will be given members of the committee after they arrive in Washington, including a draft of a check sheet to be used by administrative supervisors in making county office visits. Should District Supervisors be required to use a check sheet in making county office visits?

1. Should the items on a check sheet be classified into items for checking on each visit and others for monthly, quarterly and annual checking?



2. Should the check sheet be submitted as a report?  
If so, to whom?
3. Are present instructions relative to servicing field manuals adequate? Are they understood and followed?  
If not, what should be done to secure their observance?
4. How can district supervisors make sure of the proper interpretations of new instructions before they are placed into field manuals?
5. How can administrative supervisors be certain that needs for forms and supplies are being anticipated and that these will be available when needed?
6. Is everything possible being done to avoid overlapping and conflicting instructions from Washington, regional and state offices? If not, what should be done?





Monday, August 12, 1940:

9:30 AM to 4:00 PM

Deliberation of committees.

Tuesday, August 13, 1940:

CHAIRMAN: C. B. Baldwin

9:30 AM - 10:30 AM

Deliberation of committees.

10:30 AM - 4:00 PM

Committee reports.

7:00 PM

Banquet

Wednesday, August 14, 1940:

9:30 AM - 12M

Committee reports.

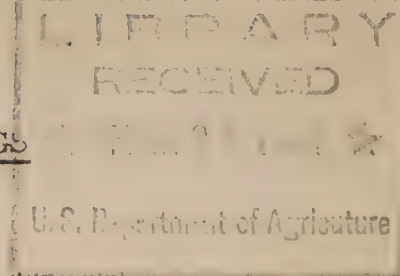
1:30 PM - 4:00 PM

Summary and plans for action.





PROPOSED PROGRAM FOR THE DISTRICT MEETINGS  
of  
RR and HM SUPERVISORS



(To be discussed and outlined definitely at the Washington conference).

A three day meeting is proposed either by each district or two districts together.

FIRST DAY

9:30 - 10:00 AM

The Objectives of the Meeting.

-- State Director

10:00 - 10:45

What Have We Accomplished in This District?

-- Dist. RR Supervisor

This talk should include a discussion of:

1. With what type of families have we worked?
2. What methods have we used?
3. Where have we failed?
4. To what extent have we assisted the families with whom we have worked?

10:45 - 11:15

Discussion by the Whole Group of the Ideas and Problems Presented.

11:15 - 12:00

Which Families Should We Assist in This District?

-- Dist. HM Supervisor

This talk should include:

1. An analysis as to numbers and types of low-income families in this district.
2. What are their problems?
3. Which families should we assist and which families are we able to assist?

12:00

Lunch

1:30 - 3:00

Group Discussions on Above Questions.

3:00 - 4:30

Report from Groups and Discussion with Summary by District Supervisor or State Personnel.



SECOND DAY

9:00 - 10:00 AM

How Can We Do More Realistic  
Planning and Supervision?

-- State or Regional Farm  
or Home Mgmt. Personnel

(This talk should closely follow the  
discussion of this subject in the  
regional conference.)

This talk to be followed by five, 10-15 minute  
talks by County RR and HM Supervisors on the  
following topics. Each talk will be followed  
by discussions from the floor.

1. Working with the families in planning and  
supervision.
2. Factors I use in determining "soundness"  
of plans.
3. How to make a farm and home visit which will  
be most helpful to the family.  
-- RR Supervisor
4. Same subject as 3 above.  
-- HM Supervisor
5. The use of office calls in supervisory work.

12:00

Lunch

1:30 - 3:00

Group Discussions.

3:00 - 4:30

Report of Group and Discussion with  
Summary by District or State Personnel.

- - - - -

THIRD DAY

9:00 - 10:00 AM

Planning our Work.

-- State or Regional Personnel

(This should be a thorough discussion  
of the over-all planning of our work  
in county offices.)

This talk to be followed by five, 10-15 minute  
talks by RR and HM Supervisors on the following  
subjects. Each talk will be followed by  
discussions from the floor.





1. Planning for office days and days in the field.
2. How can we get first things done first?
3. Preparation for visits of District Supervisors and State Specialists in order to receive the most help from them.
4. Planning our work in connection with other groups such as County Land Use Planning Committees, Extension Service, Vocational Agricultural Departments, AAA Committees, etc.
5. Making a calendar of work by days, weeks, months, and seasons.

12:00

Lunch

1:30 - 3:00

Group Discussions.

3:00 - 4:30

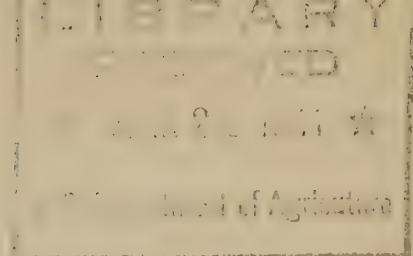
Report of Groups and Discussion  
with Summary by District or State  
Personnel.

Adjournment.



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PROPOSED PROGRAM FOR PART OF  
FSA REGIONAL CONFERENCE



Morning of First Day

CHAIRMAN:

- 9:30 Introduction of all persons in attendance by name and title of position.  
-- Chairman
- 10:00 Objectives of the Conference.  
-- Regional Director
- 10:45 Evaluation of the FSA Program Nationally and in this Region.  
-- Administrator or Assistant Administrator
- 11:45 General discussion by group.
- 12:15 Lunch

Afternoon of First Day

GENERAL What Types of Families Should We  
TOPIC: Assist in this Region?

- 1:30 Families We Have Assisted in the Past and Problems We Will Meet in Reaching Families of Lower Social and Economic Status.  
-- Assistant Regional Director or Chief in Charge of RR
- 2:00 Remarks on the same subject by state directors and associate state directors.
- 2:30 Recess
- 2:45 Panel discussion of general topic.

NOTE: The Regional Director should act as Chairman of the panel, which should be made up of: (a) three members of the Washington team; (b) the visiting regional chief of home management; and (c) about six persons besides the chairman from the region. It is suggested that at least four of these six persons should be from state and district offices, and that there should be at least one District RR and one District MI Supervisor on the panel. All persons participating in the panel should be notified several days in advance of the conference, and should be encouraged to prepare themselves for the discussion by a study of questions and problems such as those appearing in the detailed program for the Washington conference, under the topic: "Which Group Should We Assist?"

- 4:15 Summary and statement of general policy.  
-- Washington representative

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Morning of Second Day

CHAIRMAN:

9:00

What is Realistic Planning?

-- Washington representative

10:00

Appointment of committees.

NOTE: Appointment of committees, each of which will consider the question: "What is Realistic Planning?" Each committee should have a Chairman who will be a member of the panel which meets at 2:00 PM, and should have about 12 to 16 members in addition to the Chairman. Each person attending the conference should be assigned to one of the committees, except the Regional Director, Assistant Regional Directors, and the Washington representatives. Those persons not given definite assignments to committees will be expected to circulate from one committee to another, and should be vigorously discouraged from holding side meetings of their own. The Chairman of the committees should be approximately equally divided between men and women. Moreover, regional, state, and district office personnel should all be represented. The questions and problems which appear in the detailed Washington program under the topic: "What is Realistic Planning?" should be used by the committees in their consideration of this question.

10:15

Committee deliberations.

Afternoon of Second Day

2:00

Panel discussion: "What is Realistic Planning?"

NOTE: The panel Chairman should be the Assistant Regional Director or Chief in charge of RR. The members of the panel should be made up of the Chairmen of the committees which have deliberated in the forenoon, and one Washington representative. The regional personnel may also want to have the visiting Regional Chief of Home Management on this panel.

3:15

Recess

3:30

Discussion of one or two operating problems by the regional staff. Some of the problems discussed on Thursday, August 8 in the Washington conference, can be used as the basis of this discussion if desirable.





Morning of Third Day

CHAIRMAN:

9:00

How Can We Better Train Personnel to Plan More Realistically?

-- Washington representative

9:30

How Can We Better Organize and Calendarize Our Work so as to Aid in Doing More Realistic Planning?

-- Washington representative

10:00

Appointment of committees.

NOTE: The group attending the conference should again be divided into a series of committees with from 12 to 16 persons on each committee. The members of the committees and the chairman of each committee should be different from those of the second day.

Approximately one-half of the committees should consider the question: "How can we better train personnel to plan more effectively?" Similarly, approximately one-half of the committees should consider the question: "How can we better organize and calendarize our work so as to aid in doing more realistic planning?"

The questions and problems listed for the consideration of Committees 1, 2 and 7, in the detailed Washington program, should form the basis of the discussion.

10:15

Committee deliberations.

Afternoon of Third Day

2:00

Panel discussion of the following topics:

1. How can we better train personnel to plan more realistically?
2. How can we better organize and calendarize our work so as to aid in doing more realistic planning?

NOTE: The panel chairman should be the regional director, and members of the panel should be made up of the chairmen of the committees which have deliberated in the forenoon, and two Washington representatives.





Afternoon of Third Day (Cont'd)

3:15

Recess

3:30

Discussion of problems to be selected by  
the regional staff.

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It is presumed that the conference will continue, as desired by the regional personnel, for a day or two in addition to the three days which have been outlined above.



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It is requested that the ...